Public Works Digest

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In This Issue...

1999 DPW Training Workshop

US Army Corps of Engineers®

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1999 USACE DPW Training Workshop—Last of the 20th Century

by Kristine L. Allaman

Installation Management

DPW Workshop

Professional Development

Awards

Automation

On the cover: Ron Ruffennach, Fort Worth District PAO, with his exhibit at the 1999 DPW Workshop in Fort Leonard Wood, Missouri.

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...Last of the 20th Century

Kristine L. Allaman

Fort Leonard Wood, Missouri, was the site of the 1999 DPW Training Workshop. Held in conjunction with ENFORCE XXI from 26-28 April, the workshop united DPWs from Army installations worldwide.

In his upbeat welcoming remarks, MG Milt Hunter, Director of Military Programs, called the workshop "a historic conference," since it was the last one of the 20th century. With it, he predicted, would come a signal for profound change and we would return to our installations "ready to tackle our problems" with fresh zeal and "refocus our efforts on customer support." The general session continued with MG Cuviello from Fort Gordon giving the installation commander's perspective on current issues; Michael Cain and Pat Rivers from Headquarters presenting ongoing environmental initiatives, me outlining how the Installation Support Offices (ISOs) will be working; and Bill Brown, Deputy Director of Military Programs, providing a detailed look at some recent changes to CP 18. The nine winners of the 1998 DPW awards were recognized by MG Milt Hunter in a special ceremony.

The breakout sessions were well attended, often with standing room only; and most were offered at least twice during the conference. DPWs used this opportunity to share what was going on at their installations. COL Castonguay, Fort Carson; COL Wright, Fort Sill; Jim Ott, Fort Monmouth; COL Bryant, Fort Lewis; and Rich Havrisko, Picatinny Arsenal, all had a positive approach to their specific challenges and problems and offered insights into how they had resolved them at their respective installations. All had found solutions using some form of partnering, teamwork and, of course, privatizing.

With the number of people requiring services increasing and the number of people providing services decreasing, "creative efficiencies" have become the buzzwords of the successful DPW. With outsourcing, a common philosophy stressed was the need to keep contracts performance-based. DPWs praised their PM Forwards, saying they didn't know how they ever managed without them. The ISOs are also catching on. Former ISC employees Ed Irish, Ron Niemi and Derrick Mitchell recently transferred to ISOs in Savannah, Sacramento and Kansas City, and DPWs from those areas were already seeing benefits and praising their efforts.

Once again calling for unity, Chief of Engineers LTG Joe Ballard opened the general session on the second day reminding us that in today's economy, our most important resource was knowledge; managing knowledge with "proactive participation" was the key to success. The Honorable Sandy Apgar, ASA (IL&E), followed with "The Big Picture" concerning Army installations and what the future holds for them. MG Van Antwerp, new ACSIM, encouraged the audience to fill in "the three ovals" used by General Electric (Quality, Globalization and Service) with Army catch words such as Knowledge, Power Projection, Supporting War Fighting, and ISR.

The ENFORCE icebreaker was held at the museum on Tuesday night immediately after the breakout sessions. It was designed to afford conference participants not only a chance to network, meet new people and renew old acquaintances, but to view the exhibits set up by the Corps, districts, labs, and private industry.

After MG Flowers' opening remarks to ENFORCE XXI on Wednesday, Phil Sakowitz, Deputy Chief of Staff for Base Operations Support talked about TRADOC's "other mission as architect of the future" by addressing Army base operations and installation management. "The Army of the future must be decisive, adaptable, responsive and sustainable," he stressed. To get to that point, we can't just write doctrine and sit on it for 10 years. "Installation Management spelled backwards is leadership" was his take-off on FM 100-22 (Installation Management) and FM 22-100 (Leadership).

As the Chief said last year, "We're all in this together, folks." The challenges are great but I know we can do it if we work together. At the end of this summer, the Installation Support Center will officially become the Installation Support Division within the HQ USACE Directorate of Military Programs. Our name will change but our commitment to you will stay the same. For those of you who didn't get a chance to attend the conference, this issue of the *Public Works Digest* contains highlights of the major presentations. In addition, you will find all the briefing slides/viewgraphs presented on our web page. Just go to http://www.usacpw.belvoir.army.mil, then click on Information, scroll to 26-28 April 1999 USACE DPW Training Workshop, and then click on Slides.

Kristine L. Allaman

Kristine L. Allaman, P.E.
Director, ISC PWD

Chief calls for unity

by Alexandra K. Stakhiv

Chief of Engineers LTG Joe Ballard

"This is the time of year when our entire Engineer family comes home,"said Chief of Engineers LTG Joe Ballard in his opening remarks on the second day of the ENFORCE XXI workshop. "For those of you who attended last year or in previous years, let me say "Welcome back." For those of you who are new this year, let me say that you will find this week to be extremely rewarding and valuable."

LTG Ballard reminded the audience that last year he had said that the Regiment was scattered around the entire globe, working on a full range of missions in support of the Army and the Nation, operating at warp speed. Today, nothing has changed. "We're even busier," he said, using the Balkans as an example.

This week also gives us an opportunity to think "unity,"Ballard continued. "Speaking with one voice and preparing for the future is a theme that many of you will recognize from last year, the year before last, and even the year before that. This hasn't changed; we still need to work at developing one single vision.

"Last year," continued Ballard, "I talked about 'riding the wave,' keeping abreast of change, charting a path that avoided disaster. This year, we need to rise above these waves and continue moving on."

Asking for the audience's help during the week ahead, Ballard said he needed their energy, ideas, and enthusiasm to help work through the many issues. After praising the hard work and dedication of the staffs at the installations, Ballard reminded DPWs that it was not all good news. "That's another reason why we're here," he said. "We're going to figure it out together. After all, we have our tradition to uphold, Engineers are problem solvers."

"Why are we here?"he asked. Citing quotes from a book called "Market Leadership in the Information Age," Ballard stressed that the most important resource of today is "knowledge."With change all around us, the Army, our Regiment and the way we do business in America. "The internet," he said, "is simply the tip of the iceberg; speed, efficiency, the ability to innovate are now integral to one's success." He agreed with the author of this book about thinking of ourselves as being in the business of "Knowledge Management."

Ballard chose to discuss four problems that impede effective implementation—organizational size, lack of incentives, lack of metrics and information volume.

Organizational size. We all work for a large organization, whether it's in a DPW office or a MACOM staff. "Big organizations," said Ballard, "are not known for their nimbleness or for their ability to quickly adapt, change or even learn new tricks. This is not good in today's environment."He then challenged everyone involved in the planning, development, and management of facilities to do more than just break the "bureaucratic mindsets." "We're locked in the past and our organizations are still trying to do everything they did 15 years ago, but with fewer people and less resources."

Ballard sees the Army as lacking a comprehensive, holistic vision for our facilities. Without such a plan, we cannot have a strategic plan. As a result, we tend to drift along embracing the 'initiative du jour' with little to no regard for how it fits into our future. "I have never seen all our basic problems laid out," he added, "much less, a basic CAS3 analysis of these problems."

We need to consider the "changing realities of the world and the imperatives of Force XXI and Army After Next." By working with the DA staff and field commanders, we'll be able to determine where we're going. As recommended in the book "The 7 Habits of Highly Effective People,"we need to start with the end in mind.

Calling for a grass-roots "relook" at our installations and the organizations supporting them, Ballard said Housing and privatization initiatives are getting a closer look. Currently, we're just chipping away at the tip of an ➤

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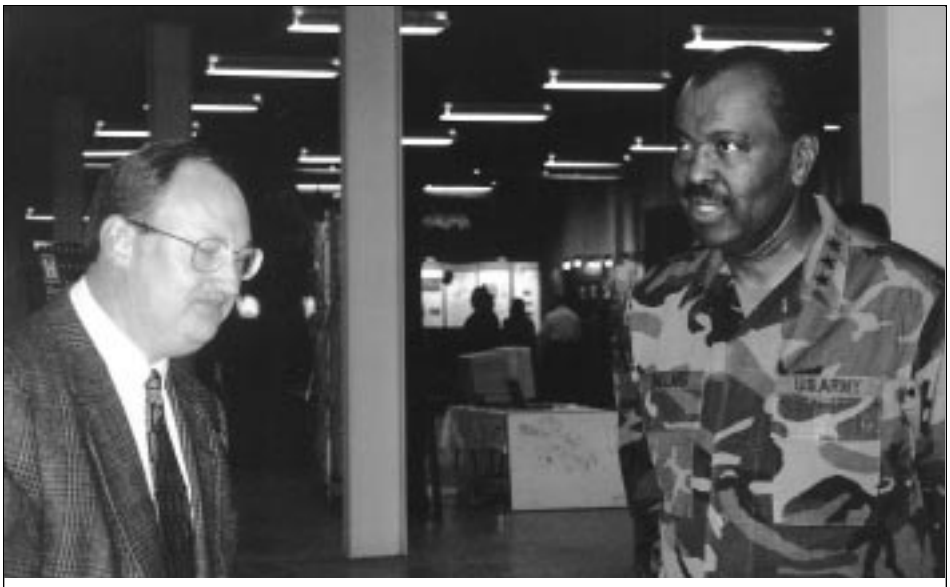


Mead Sams, Fort Worth District, and LTG Ballard discuss master planning.

iceberg and never noticing that the iceberg is drifting away.

To deal with these long-standing, long-neglected problems, the new ASA (IL&E), the Honorable Sandy Apgar, and new ACSIM, MG Robert Van Antwerp, will need everyone's help. All future plans should include input from EVERYONE.

Lack of incentives. A lack of incentives is also a problem because your time is totally consumed with fighting the daily firefights. "Crafting and working towards an installation "Vision" for the future might sound good," said Ballard, "but for many people, once it's written and placed in a glossy brochure, that's the end of it. For many, the real incentives revolve around simply keeping the installations running and above water.

Lack of metrics. Ballard's example included businesses in the corporate world that typically set aside 6-10% of plant replacement value annually as a rough figure to replace capital investments. "What do we use?" asked Ballard. The official Army figure is 1.75%, and we don't even do that. We replace utilities a hundred feet at a time and our maintenance backlog just gets worse. "What are we leaving for the DPW TWENTY YEARS FROM NOW?" asked Ballard.

Information volume. What do we do with the mountains of information instantly available on the internet? How do we handle it? "If anything," said Ballard, "most of us feel overwhelmed and believe there's not enough time to digest it all and put it to productive use.

"USACE has all the problems I've mentioned here today, not just the DPWs and the MACOM Engineers, and we're trying to work them as well," said Ballard. Laying down these challenges, he assured the audience that "we're quite capable of overcoming all of them if we wake up, if we join together, if we broaden our perspective and think corporately. Our goal is clear. We have to link Knowledge Management with our strategic business imperatives. Simply stated, we need to have a crystal clear focus and purpose. We represent the "top management" of the Army Engineer Regiment. There is no reason why we can't be successful—and we will succeed." PWD

Alexandra K. Stakhiv is editor of the **Public Works Digest**.

Town Hall Meeting

The town hall meeting was led by a panel consisting of Jim Wakefield, A-76 Program Manager, ACSIM; COL Russell B. Hall, Chief, Resource Integration Office, ACSIM; John Nerger, Chief, Facilities and Housing Division, ACSIM; MG Robert L. Van Antwerp, ACSIM; MG Milt Hunter, Director, Military Programs; Bill Brown, Deputy Director, Military Programs; Kristine Allaman, Director, Installation Support Center; and COL Richard Freeman, Director, Environmental Directorate, ACSIM. The questions asked concerned the following subjects: vacancy announcements, CP-18, commercial activities, Cost-plus contracts, A-76, privatization of water/wastewater plants, ISR, the role of the ISOs and ISD, ITAM, the Munitions Rule, HQ taskings versus installation requirements and demolition. PWD

Thinking "out of the box" and succeeding at Fort Gordon

by Alexandra K. Stakhiv

"Thinking out of the box"is not a new idea, but Fort Gordon has taken it to new heights. MG Peter M. Cuviello, Commanding General of Fort Gordon, Georgia, presented his perspective through an in-depth look at A-76 issues, lots of good news, and the challenges his installation is currently facing.

He began by calling Fort Gordon the "most contracted-out post in TRADOC and one of the most in the Army." "Each year, said Cuviello, "the number of people being served increases, while the number of people doing the serving decreases. From 1986 to 1997 BASOPS contracting was reduced by 55%. Since 1997, Fort Gordon has had a 45 percent reduction in addition to 55 percent during the history of the contract."

A 68 percent reduction of the contracted workforce was projected from 1986-1999. The BASOPS contract is more susceptible to funding reductions than the associated government civilian pay one. All decrements impact on the post's ability to train, readiness, quality-of-life, and maintenance of infrastructure. Today Fort Gordon is "staffed to affordability."

How each of us does his business is different, said Cuviello. "A-76 is a good road map, but there are a lot of bumps along the road. What you see and what you enter into is not always what you get." "Thinking out of the box"has helped Cuviello get Fort Gordon over those bumps. Some of the outsourcing lessons he's learned at Fort Gordon include the protection of a stable budget, where DA civilians are protected and contractors get their two weeks pay along with a 401K plan. Another is that recent 10 percent annual reductions to activities that have been contracted under A-76 are not realistic for a mature contract where efficiencies were harvested years ago.

Some of the differences Cuviello sees are an organized workforce, which may be a problem for the contractor, and feedback that goes from the worker to the decision maker. Others include systems and processes working as designed where technical monitors keep checks and balances in place, and being able to measure and reward the performance you want with the contractor going after the award fee.

Cuviello also weighs the advantages and disadvantages of outsourcing. It's a big advantage to have cost savings driven by competition—this means you get the service only if it's 10 percent cheaper. The contractor can hire, fire, and transfer if the worker does not perform. The contractor must keep on improving to keep rebidding so the process is improved and work is performance-based, said Cuviello. "Industry practices such as performing predictive maintenance and hiring good people (including ex-military) and being on the lookout for new technology are also big plusses."

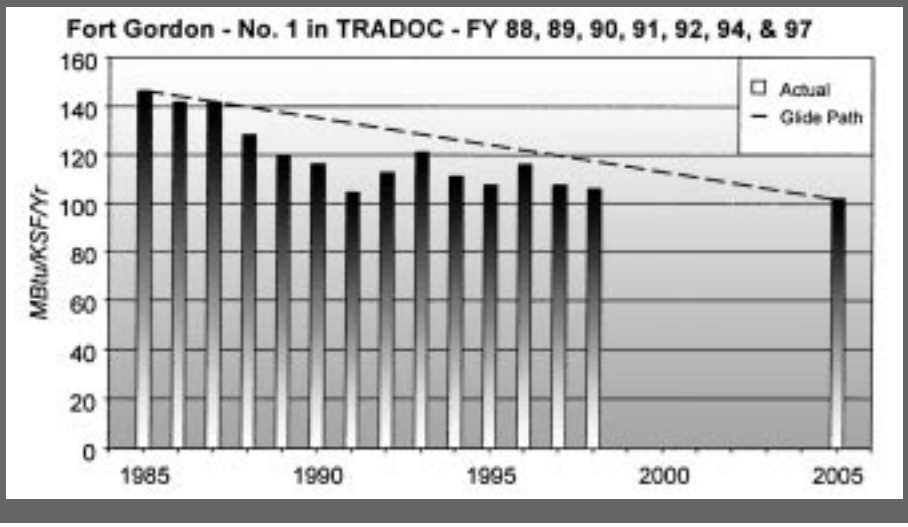
Disadvantages of outsourcing mean budget cuts and acting like robots by following the contract to a "T,"doing things like paying for cutting grass in the winter.

According to Cuviello, the main key to outsourcing success is to keep the contract performance-based. This means "what" not "how." "Let the contractor do his work," he advised. "Cheer him on; don't hold him back." You must also have one DPW workforce, not two. One workforce with a common goal and good communications. "The contractor must be held accountable to the customer.

Cuviello does that by holding monthly customer support meetings to share information, provide feedback and "just get to know one another." He's also established a hotline and a website at Fort Gordon. Numbers on the sides of all trucks provide better tracking and accountability, all of which helps the installation manage better and respond faster. "Our 18-year experience has been that there are great efficiencies in terms of both dollars and space to be taken initially; however, once contracted, we must protect the funding, said Cuviello.

There are many good news stories at Fort Gordon. "We lead TRADOC installations in energy management,"added Cuviello. The post is taking advantage of all the programs that are available to meet mandated goals. These include the Energy Monitoring Control System (EMCS), which currently monitors energy for ➤

Good News — Energy Management



200 buildings at 25,000 points, use of 9MW generators, which netted the post a $500,000 credit from GA Power; ESPC for natural gas privatization where the post buys gas at the best price and lets someone else replace infrastructure; BOLD (BASOPS Opportunity Leveraging and Development) Grants (Fort Gordon received 5 of the 24 awards); and ECIP for a chilled water storage facility where water is chilled at night when electricty is cheaper. "In addition to the obvious dollar savings from reducing energy consumption," said Cuviello, "we are, even more importantly, using our ability to manage demand to negotiate the best energy prices."

Predictive maintenance is another good news item at Fort Gordon. Benefits include being able to identify potentially serious problems early, improving quality and extending the life of machinery, keeping repair time to a minimum; improving safety, facilitating repair versus replacement, and avoiding costly damage to machinery. Workers have embraced predictive maintenance over preventive and breakdown maintenance as a way of doing "more with less."

Good news also means good ideas at Fort Gordon. Here are just a few examples:

- At a cost of $2 per acre, Fort Gordon is using a retardant (diluted herbicide to suppress the growth of grass.
- As a result of the Georgia Department of Transportation's improvement to the highway surrounding Fort Gordon, the post has negotiated road infrastructure improvements in exchange for easements/rights of way to the tune of $2 million plus cost avoidance.
- The Solid Waste Management Authority from a neighboring county has requested that Fort Gordon transfer 100 acres so they can build a facility that produces recyclable material from solid waste. In exchange the installation will receive free pickup of solid waste— the pickup currently costs $500,000 per year.
- Fort Gordon has agreed to use 23 acres on post to build an elementary school. Past practice allows leasing of property to school boards for a 25-year period at the cost of $1. Fort Gordon currently has 744 elementary school age children, enough to fill an average school.

"But not everything has to be done in the DPW lane to improve infrastructure and make quality-of-life improvements," said Cuviello. The Recreation Center for students was an unused dining facility that we converted with MWR funding. We also renovated the Sports Connection, a fitness center, with MWR and tenant funding. We have a lot of tenants—Medical Center, MI Brigade, INSCOM, FORSCOM, TRADOC. We co-opt with all of our tenants to support common facilities. For example, our tenants funded the indoor pool renovations with a quality-of-life tax. "So you see,"emphasized Cuviello, "we can make a difference even if RPMA dollars are tight."

One of two fire stations at Fort Gordon.

"Family Housing is one of our best good news stories," said Cuviello. "The BOP is the best thing we've got going. Our occupancy rate is high, 99 percent, so BOP works well for us. We are continuing to make improvements with new roofs, renovated kitchens and baths."

Another example of using other people's money is BRAC. "Using BRAC funding, we completed our Brigade barracks and the wash facility in July 1998," said Cuviello. "BRAC also allowed us to convert vacant dining facilities to Battalion Headquarters and bring the Reserve Component Units during their annual training onto the main post in the old barracks area."

The Maintenance Facility, which consolidates government and contract workers, replaced 23 WWII wood buildings. It was the only project to use the normal MCA process, taking 15 years—all others are BRAC projects. "The problem here is that 15 years ago the building specs were different," continued Cuviello. "As a result, we have our one carpenter working in a huge room and our one vehicle painter working in a huge paint room."

But all is not rosy at Fort Gordon. There are still many challenges ahead. The post faces a 10 percent contractor efficiency cut. This is a pure and simple cut, not additional savings. "The post must also continue Demo funding to reduce the footprint into better quality," said Cuviello. "This can't be an end-of-year program. Smaller moves must continue during the year to allow big projects at the end of the year. We're also faced with closing down one of our fire stations. Currently, we have two, one at each end of the post. Closing one will mean a 7-minute response time to the opposite end of the post. Thinking out of the box means building a new one in the center."

"An ongoing problem we face is trying to level the training load,"continued Cuviello. The post fluctuates in its trainee load from 2700 to 4900. This impacts on services including dining facilities, barracks, and utilities, which go up and down. The bottom line is it's really tough to plan, leaving the post incapable of operating like a business…," said Cuviello. "A business doesn't run like that. We need to bring it all together in a business plan for the future. I know it's hard to bring everyone together, but if we don't do it, things won't work.

"Everyone has challenges. Nothing will happen by itself! You have to leverage what you and others do, be more aggressive and, of course, *think out of the box*!"

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PWD

Innovations at Fort Sill

by Alexandra K. Stakhiv

Like most Army installations today, Fort Sill, Oklahoma, has aging facilities and infrastructure and there aren't enough resources to accomplish the mission. There are over 2,000 buildings totaling 14 million square feet and 94 thousand acres of land, with about 56% of the buildings on or nominated for the National Historic Register. With budget constraints, the post does limited preventative maintenance with priority towards priority 1 and 2 maintenance service and work orders. This often leads to dissatisfied customers.

What are the alternatives? Keep the status quo, obtain more resources, or think out of the box. "First,"said Fort Sill DPW COL Gary W. Wright, "we have to figure out what business we're in. Is it the repair and maintenance of facilities? Construction of facilities? Or is it satisfying our customers' desires?"

To answer those questions, it is important to have a vision for the future. "Our vision at Fort Sill is to be a business-oriented, regional Public Works Center that serves a diverse customer base throughout the Southwest," said Wright. "We will be customer based. What does that mean? It means the customer controls his own destiny. We provide support, we don't decide for them. As the customer's engineer, we provide execution of their desires and our services are cost-effective."

The Fort Sill DPW has downsized from 800 to about 240 personnel. There are now basically four divisions in the Directorate of Public Works, the Business Management Division, Engineering Division, Housing Management Division and Facilities Maintenance Division. The Facilities Maintenance Division has reorganized all of the shops and departments into work teams with cell managers.

"The idea in creating a cell is to carve out a budget with a cell manager in charge of a team of technicians dedicated to support one command or organization," said Wright. "However, the customer sets his own priorities. They control their own budget, so they can't say that other commands or organizations have priority or most of the money. All four of our cell managers are GS/GM and physically located in or near our DPW yard."

The cell manager for III Corps Artillery, for example, has multi-crafted technicians to include 2 electricians, 1 plumber, 1 kitchen equipment specialist, 3 HVAC, 1 maintenance mechanic, 1 U-DO-IT technician, and 1 purchasing agent. "If III Corps Cell needs additional help beyond its allocated resources, then they have to borrow technicians from another cell; or if a project is too large or expensive, they must get it on the Public Works Council list to compete for year-end funds," said Wright. "At least the customers always know where they stand."

COL Gary W. Wright

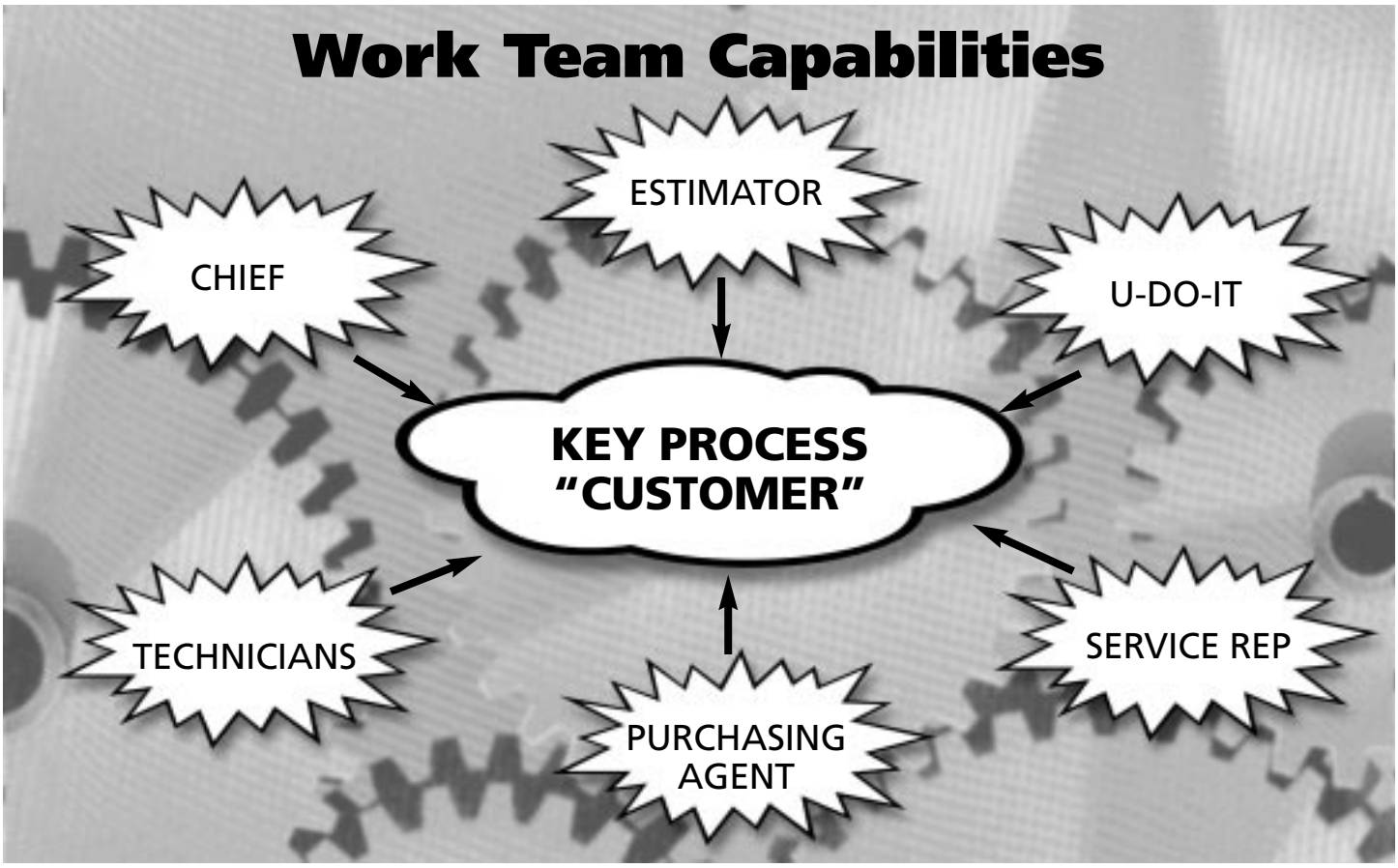
Fort Sill makes every effort to seek out money-saving programs to make the most out of dwindling resources. For example, the post takes advantage of utility-sponsored demand side management (DSM) programs. They're specifically designed to assist installations in managing their electrical and gas demand and/or energy consumption. DSM can save your installation money by reducing energy/demand usage. DSM projects can be any action that reduces energy costs or consumption. This includes retrofits, self-generation, co-generation, improved operation and maintenance, fuel switching, purchase of excess energy generated and utility rate structure evaluation.

"To take advantage of DSM incentive plans," said Wright, "contact your local utility company to review existing DSM programs for potential applications to your installation."

New programs should include:

- No cost or low-cost facility energy audits.
- Assistance with analysis and design of energy and demand reduction opportunities.
- Arrangements for the utility to provide up-front funding.
- Arrangements for the utility to bill the government's share of DSM program costs over an extended period of time from savings on the installation's utility bill.
- Arrangements for contractors.
- Provisions for construction oversight.
- Assistance with verification of savings.

DSM has important benefits for Fort Sill. It helps the installation avoid some or all of the costs associated with achieving energy reductions. Energy cost savings are generated, and the installation could receive direct rebates. "Those rebates could be in the form of cash applied directly to project construction costs or discounts applied to utility service invoices," said Wright. "The beauty of the program is that the utility contractor performs the work, minimizing process time and eliminating the need for the installation to em-



ploy additional manpower." The utility company also provides management and quality control of its employees or the energy service contractors installing energy conservation equipment.

"At Fort Sill, we have several ongoing DSM projects," continued Wright. "First, we are upgrading the lighting in five starship barracks. We are also getting rid of the old boilers in the central energy plant and installing new high-efficiency boilers in each of the five starship barracks. In addition, we are upgrading the lighting in 26 administrative and barracks buildings. The Fort Sill total investment in DSM projects is currently up to $5 million. Each of the DSM projects has a simple payback of less than 10 years."

Fort Sill has also undergone big changes in the area of installation support management. "We now have a Tulsa District Installation Support Manager or Project Manager for Fort Sill," said Wright, "who is both a team leader and a resident. Why did we need one? We have about $65 million under construction with 10 on going projects managed by the Corps. Our DPW is downsizing and we were forced into brokering more of our workload. So, we had a need for full-time, on-site District support."

Fort Sill's area and resident project offices are located within the DPW yard and the Installation Support Manager is collocated with our engineering division.

Although the Installation Support Management Program was initially feared by some DPW personnel because of the uncertainty of losing workload to the Corps, the benefits have been many. They now have District project interface at weekly DPW Division Chief's and branch and cell manager scheduler's meetings. The Project Manager is a consultant for the DPW and staff as well as a troubleshooter and often interfaces with the installation customers. "Best of all," said Wright, "we have an immediate resolution to many District project issues that arise."

Fort Sill will be facing some tough challenges in the near future. As the number of DPW personnel continues to dwindle, they will have to contract out more design and construction or pass it to the Corps. They'll need to share CADD and virtual design capabilities with the Corps and other contractors. While the DPW has a staff with the institutional installation knowledge, the Corps has limited installation experience and the installation has little Corps experience.

"With every week working with our Corps Installation Support Manager, this gap is closing,"said Wright. "The object is to continue to provide sound engineer installation support to Fort Sill whether it be DPW, contractor or Corps personnel. To the customer, the engineer support must be transparent. The customer must play an active role in setting maintenance priorities, managing to budget, and be an active participant in the planning, design, construction and operation of the installations facilities."

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Fort Lewis/Seattle District—Partners in a Business Center

by Alexandra K. Stakhiv

Fort Lewis and the Seattle District COE have become partners in a Business Center to provide service to the customer. Just what is a Business Center? According to COL George T. Bryant, Fort Lewis DPW, "The business center concept is a Public Works and Corps of Engineers joint venture that's integrated into the Public Works Directorate to support the Public Works mission. With a partnership also comes sharing resources such as staffing, acquisition tools and data systems. The Business Center at Fort Lewis promises seamless service and tailored project management.

"Just what is a business center and why do we need one?" continued Bryant. For Fort Lewis, it started with the PM Forward, Steve Miller. "Steve's job is to delight Fort Lewis," said Bryant. "The objective of a business center is to deliver Public Works service at the "best value" by using the best processes, sharing resources and integrating our strengths. At Fort Lewis, we're trying to get rid of overlays and to reduce delivery costs to the customer. To do all this, we need to become more competitive."

A brief look at current issues helps to explain Fort Lewis' partnering with the Corps. At the installation, Public Works is experiencing FTE reductions. They have lost considerable flexibility, and find it difficult to sustain numerous costly acquisition tools. The reduced budget environment is forcing them to stretch all available funds. The Corps, on the other hand, has a declining workload and has to vary its FTE strength. "It can't guarantee its costs," said Bryant "if it's the Corps' mistake, Public Works pays." The Corps is also concerned about the cost of sustaining acquisition tools, and it needs to concentrate on improving the value it provides.

Enter our partnership—the Business Center.

Business Center basics include being able to perform the entire business process that is needed to deliver a service. With a Business Center, work is stabilized and you have greater flexibility. A business center performs the entire business process that is needed for service delivery.

There are six elements to the business process, explained Bryant. They are project scoping, development, and acquisition, contract management for design and construction, and turnover/warranty. Fort Lewis Public Works handles project scoping and developing as well as contract management, while the Seattle District does project acquisition and contract management (Design) in (Construction). "The warranty is part of the combined effort, which equals the 'full meal deal,'" said Bryant. "If our costs are lower and we can offer better services, then we will be offering the best value."

How is Fort Lewis applying this concept? Fort Lewis is integrating Corps of Engineers project managers into the Public Works organization to streamline the business process. "We do not have a dedicated PM Forward and we do not have a collocated PM Forward, said Bryant. Steve Miller is an integrated PM Forward and that makes all the difference. 'Integrated' means formed or blended into a whole, united with something else. Integration not only creates a healthy relationship, it also eliminates duplication of effort."

Using the Fort Lewis concept, the Project Manager Forward is the primary ➤

Army Policy

"…Army requiring activities shall obtain their acquisition support, including contracting support, from the Army or other DoD organization best equipped to satisfy a requirement in terms of technical capability, quality, cost (including administrative support costs), and timeliness."

(SARD-PP 18 Mar 96 Memo to Acquisition Community)

"The decision to use the Corps, a reimbursable organization, must be sold as a best value solution to your customers…"

(SARD-PP 18 Mar 96 Memo to HQ USACE)

point of contact for district services. Always on the "front line," he is a Public Works element backed by COE resources. The PM Forward coordinates all COE resources and does normal PM functions at the customer's site. A PM Forward must be a coordinator and doer, able to handle all types of projects from the simple to the complex. The PM Forward performs just about all of the management tasks. He also hires and retains control of multi-disciplinary teams for some of the project phases. Multi-disciplinary teams perform the majority of the management tasks. All this reduces the project management costs substantially.

Since the decision to use the Corps must be sold as a 'best value' solution to our customers, our operating philosophy is to provide the "best value." The Fort Lewis formula for success is keeping the same Project Manager (Public Works PM or Corps of Engineers PM) actively involved from scoping through warranty and recognizing and selecting the appropriate execution method. "We develop all Project Management Plans up-front, and adapt and adhere to the 'best management practices' and share all of the resources of both the Corp and the installation," said Bryant. "The customer doesn't know or care if the PM is a Corps or PW employee."

Fort Lewis' project management plan includes external and internal contracts. The external contract is a contract with customers that includes project scope, customer POCs, customer expectations, and the means for evaluating success. The internal contract is with the project team. It includes the bid schedule, design method, acquisition/construction method, team responsibilities, budget breakdown and project milestone schedule.

Fort Lewis has formed an Oversight Committee and a Development Team to identify and outline functional areas, staffing, interfaces and any required business processes. "Our strategy in staffing is to hire for soft skills and aptitudes and train for technical skills," said Bryant. "We will require strong personal and technical skills along with diverse training and diverse qualifications. We anticipate turnover."

The Business Center's initial functional areas include lifecycle real property maintenance and environmental project execution as well as technical services. In the future, Fort Lewis hopes to add MILCON, Environmental Studies and Planning, Service Contract Management, Real Estate Services and non-Army work.

"We have a long way to go in integrating our information systems," said Bryant. "For now, our telephones and e-mails are operational."

With the Business Center concept, the contracting support philosophy has changed. "The Ordering Officer Authority is within the Business Center and we obtain services from the District, FLAO and the DOC," said Bryant. "Our options are to hire/train a team leader as the COR/Ordering Officer, have a part/full time CO assigned to the Business Center or use existing Public Works ordering Officers, District COs and ACOs. We need to consider the cost of hiring and training and staffing transfers, not to mention the impact of DoD trends. We will continue to study these options."

POC is John Brobeck, (253) 966-1728, e-mail: brobeckj@lewis.army.mil PWD

Fort Leavenworth— Best hometown in the Army

"We're the best hometown in the Army," said Madaline Wendel, chief of the Housing Division and the 1998 DPW Housing Executive of the Year. "Our staff of 13 oversees 1,586 family quarters, 1,008 officer quarters and 578 enlisted quarters. Historic quarters make up 17 percent of the inventory and eat up 37 percent of the budget."

What makes Fort Leavenworth unique is that it's home to the CGSOC, a one-year Senior Tactical School. About 1,000 CGSOC students arrive in July and leave the following June. Families accompany CGSOC students and there's a 63 percent annual turnover rate, which makes for a heavy summer workload.

"Each summer, we hire temporary personnel to get us over that rough period," said Wendel. "The summer maintenance program is a partnership with the DPW. The housing manager hires 10 temporary WG-02 inspectors, 35 laborers and 5 clerks. The DPW establishes a dedicated AFH team each summer, giving them maximum flexibility. They hire temporary painters, carpenters, plumbers, and grass cutters."

Here are just a few of the housing initiatives that Wendel has helped institute:

Lead paint abatement program. Managed by the Environmental Division, two GS-07 environmental assistants perform six-month dust wipes, notify residents of test results, coordinate repairs to paint on windows and walls, and educate residents on LBP hazards.

Appliances. In the past, the post purchased appliances in bulk from GSA and stored them in a warehouse until needed. Under the new system, three BPA contractors remove old appliances and bring new ones within 24 hours of call. The anticipated annual savings are $78,000.

Homepage. The Fort Leavenworth Housing homepage contains housing policies, photos, community information, applications, waiting lists, and an administrative booklet. It saves about $7,000 each year in printing and postage costs alone!

Set-Aside Program. This privatization tool costs nothing, but reduces a soldier's up-front and out-of-pocket costs of living in community housing. The Housing Office negotiates with local rental managers to set aside a certain number of units. Payments are made by direct allotment and the installation gets involved only in check-in and check-out and any damage disputes that may arise.

Rent-A-Fence program. Permanent sleeves are installed in the ground and residents elect whether or not to have a fence installed. PWD

Workshop Highlights...

(Photos by Alexandra K. Stakhiv)

Above: MG Robert Flowers, Commanding General of Fort Leonard Wood, gives opening remarks to ENFORCE XXI.

Above: Michael Cain and Pat Rivers discuss current environmental iniatives during the General Session.

Right: Have exhibit, will travel. PAOs: Ron Ruffennach, Fort Worth District; Torrie McAllister, Europe District; and Dana Finney, CERL.

Below: George F. Braun, ISC Executive Director, kicks off the Conference.

Right: MG Genetti, Assistant Chief of Engineers and MG Van Antwerp, new ACSIM, chat during a break.

Above: Phil Sakowitz, Deputy Chief of Staff for Base Operations Support, talks about TRADOC's "other" mission.

Above: Chief of Engineers LTG Joe Ballard explores the exhibit area.

Above: ACSIM's Greg Tsukalis and George Cromwell share views with Pete Sabo, ISC's Director of Facilities Management.

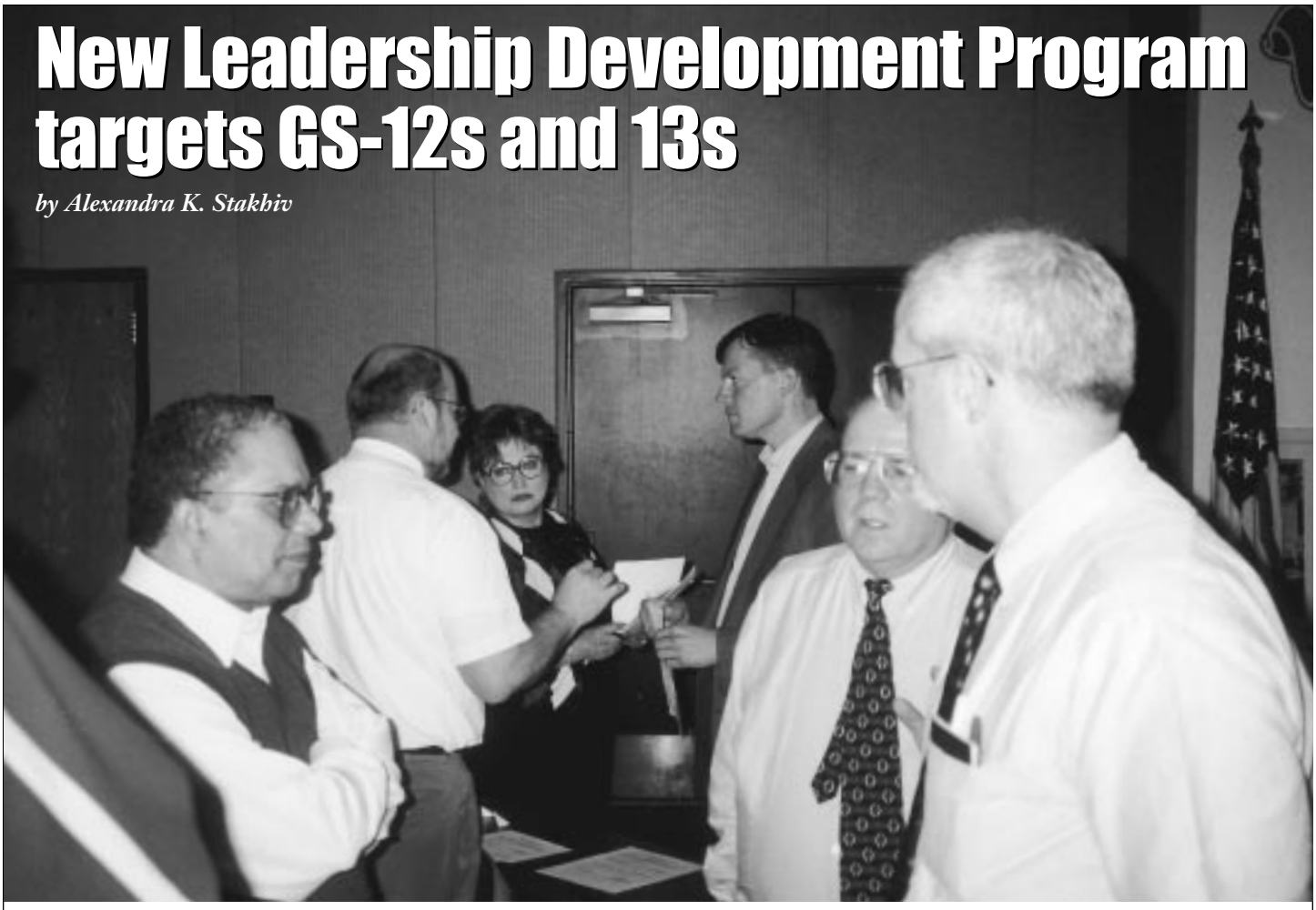
Right: Madaline Wendel is all smiles after her presentation on the Fort Leavenworth Housing Program.

Below: Honorable Sandy Apgar, Assistant Secretary of the Army (IL&E) presents the "Big Picture" to DPWs.

Above: Leo Oswalt, ISC's IFS Program Manager, and Frank Schmid, ISC's Director of Engineering, answer questions on DD 1391.

New Leadership Development Program targets GS-12s and 13s

by Alexandra K. Stakhiv



Foreground: Deputy Director of Military Programs Bill Brown (left) discusses the CP-18 Program with workshop participants.

If you're a GS 12 or 13 in Career Program-18 (Engineers and Scientists), here's some good news. Now there's a leadership program designed just for you. The new Leadership Development Program was presented to the DPW Workshop participants by Bill Brown, Deputy Director of Military Programs, who also serves as the program's "function chief's representative" (FCR).

"The old multi-year Executive Development Program (EDP) was designed to prepare GS 14s and GS 15s for senior leadership positions," said Brown. Candidates submitted their applications to be evaluated and graded by a panel. All further training was tailored to meet candidates' needs. On occasion, candidates who had comprehensive backgrounds could be declared graduates upon submission of their applications.

"Centrally, the Army funds civilian training at the rate of $137 per person, per year."

"The problem," said Brown, "was that while the candidates of this program were given special consideration for any vacancies, they graduated within specific stovepipes such as engineering, construction, or program management."

The EDP had additional drawbacks. It did not provide a diverse pool of candidates and it favored a small segment of the CP-18 pool, only 1,500 out of 16,000. Further, developmental assignments were hard to find and everyone, EDP and non-EDP graduates, competed equally for promotions. To make matters even worse, many did not understand the rules of the program and the military would not endorse it. As a result, the program had little value.

"Keep in mind that this is an Army program," said Brown, "not a Corps program, although most of the careerists are from the Corps. Centrally, the Army funds civilian training at the rate of $137 per person, per year. The challenge lies in how best to leverage

those few dollars to train our civilian workforce and still get the results were looking for."

In response to that challenge, a task force was formed to revise the Executive Development Program by concentrating on the development of the most diverse pool of careerists. The new program was also to be Army-wide corresponding to the needs of the 20th century.

A close look at the current CP-18 careerists showed the majority to be in the GS 12 and 13 categories—1,432 in the GS 14-15 range and a whopping 9,303 in the GS 12-13 range. The task force recommended a three-year program aimed primarily at preparing the GS 12s and 13s for leadership positions. The new LDP is comprised of classroom training by DA and OPM, mentoring, and a six-month developmental assignment. Candidates submit applications similar to those for the EDP, except that they now can indicate their desired developmental assignments.

The CP-18 Planning Board members evaluated 279 applicants for the new program, accepting them all. The Board then recommended assignments based on the applications, but all the final program determinations are made by the FCR and FC. A lottery system was used to divide the candidates into three developmental groups. The career program pays for the trip to and from the training site at full per diem; once the LDP participant arrives at his site, per diem begins at the 55 percent rate. "Due to the large number of candidates," said Brown, "we will not be accepting any new applications; however, we anticipate accepting new applications in September 2001 for the next LDP session.

Selecting officials will be encouraged to give graduates special consideration for vacancies. Students who fail to complete the program within three years, fail to accept a developmental assignment, or fail to submit semi-annual reports will be dropped from the program for non-compliance.

Brown is enthusiastic about the program and plans to compare the diversity of candidates against the available pool. "We will also track the diversity trends in the GS-13 and 14 tracks," said Brown. "The success of the LDP participants at the end of the three years needs to be compared against the success of non-participants. All candidates will be assessed when they are selected and after they complete the program."

Some "cultural attributes" that Brown hopes that the program will encourage include a better understanding of civilian leadership in a military environment and a strategic, corporate focus. Competitiveness, mobility, flexibility, loyalty to the Army, accountability, responsibility, diversity and a respect for new ideas will also be stressed, said Brown.

The first group of candidates, Class 1-A, initially consisted of 35 military and 64 civilians and has dropped down to 17 and 45, respectively. Reasons for dropping out of the program range from acceptance into the Army Management Staff College and other programs, new job offers, promotions, medical emergencies and a lack of commitment.

The developmental assignments for Class 1-B will begin in January 2000.

POC is Olivia C. Henry, LDP Administrator, (202) 761-0152, e-mail: olivia.c.henry@usace.army.mil PWD

Philadelphia gets new Chief of Engineering and Construction

by Alexandra K. Stakhiv

On 24 May 1999, Peter Tranchik, Director of Public Works at Fort Dix for the last six years, made the move to Philadelphia District as the new Chief of Engineering and Construction.

A graduate of the Virginia Military Institute, Tranchik also has a Master of Science in engineering management from the University of Alaska (Fairbanks). From 1992 to 1993, he was the DPW at Fort Indiantown Gap, and before that, from 1987 to 1992, he was the Chief of EP&S in Grafenwoehr, Germany. His last assignment in Grafenwoehr was as the Chief, EP&S, of the 100th ASG.

Peter Tranchik

As part of a developmental assignment, Tranchik acted as CPW's Executive Director from August 1996 to May 1997. Frank Schmid, ISC's Director of Engineering, worked closely with Tranchik during his tenure with CPW. "Pete has a lot to offer to the Philadelphia District,—said Schmid. "I think they made a good choice. Going from an installation to a district is not easy, but with good people it can be done."

Just before his departure to Philadelphia District, Tranchik was heavily involved in getting over 900 Kosovar refugees settled into temporary housing at Fort Dix. "I haven't had a day off in three weeks, but seeing the children playing and smiling makes it all worth it,"he said in a recent e-mail message. "But I am looking forward to the change in jobs. I think it will be a great opportunity."

Good luck, Pete! PWD

1998 DPW Annual Awards

The DPW Awards Program was first announced at the worldwide conference in November 1986. The program was initiated to foster a spirit of peer recognition for the best in the DPW business-worldwide. Each civilian winner received a check for $2,500 at his/her installation.

William C. Gribble, Jr. DPW Executive of the Year Award

LTC John Ramey

LTC John Ramey accepts his award from MG Milt Hunter, Director of Military Programs.

As Director of Public Works for the 104th Area Support Group, Hanau, Germany, LTC John Ramey managed an RPMA budget which exceeded $278 million and spanned six major military installations. An outstanding leader, a great engineer and an aggressive DPW, LTC Ramey has developed an organization that is totally pro-active, resolves problems quickly, provides sound guidance, and seeks every opportunity to improve the facilities and services." He is an exceptional program manager who has successfully managed two major restationing operations and the second largest facility improvement program in USAREUR. Under his leadership and guidance, a major "outsourcing" initiative was implemented covering the entire real property maintenance and repair mission of the DPW in three Base Support Battalions, setting the standard for the future in USAREUR.

Other Nominees:

- Larry Scavone, 293rd BSB, USAREUR
- Dennis Hergenrether, Fort Sill, TRADOC
- Lamar "Tom" Sizemore, Fort Rucker, TRADOC

1998 DPW Engineering Plans and Services Executive of the Year

Mr. David A. Peckham

David Peckham

As Chief of the Engineering, Plans, and Services Division for the Directorate of Public Works, 26th Area Support Group, Heidelberg, Germany, David Peckham reorganized the EP&S division, increasing its productivity and enabling it to accept an ever-increasing workload even as the BSB's design and contracting capabilities diminish. Mr. Peckham's exceptional organization and leadership skills enabled him to take personnel from deactivating BSBs and mold them into a cohesive, highly-effective organization. Realizing that continuing staff reductions would render in-house design impractical, Mr. Peckham changed the focus of the division from design to project management, making it more flexible, effective, and responsive to customer needs. The ➤

results of this increased efficiency have greatly improved the quality of life through new commissaries in Mannheim and Heidelberg, a new Post Exchange in Mannheim, expansion of the bowling alley and youth services center in Heidelberg, alteration of the Top Hat Club in Mannheim, modernization of single soldier housing, and management of one of USAREUR's most dynamic Whole Neighborhood Family Housing Revitalization projects.

Other Nominees
- James P. Wilson, 100th ASG, USAREUR
- William L. Leonard, Jr., Tobyhanna Army Depot, AMC
- Hue H. Mai, Fort Eustis, TRADOC
- Donald W. Price, Fort Sill, TRADOC

1998 DPW Business Management Executive of the Year

Ms. Grazyna "Nina" W. Richter

MG Milt Hunter congratulates Nina Richter.

As Chief of the 26th ASG Engineering Resource Management Division, Nina Richter's exceptional management of personnel and fiscal resources as well as her leadership, drive and vision make her truly unique in her field. She knows that the condition of facilities is a major contributor to quality of life and is dedicated to acquiring the maintenance and repair funding necessary to assure that facilities are safe, functional, and aesthetically pleasing. She is routinely called upon to assist and/or train BSBs, other ASGs, and HQ USAREUR. To improve service to the BSBs, Ms. Richter has positioned ASG program analysts at the BSB DPWs, resulting in faster processing of funding requests, creating less duplication, and providing commanders with immediate information on the status of funds. Her efforts to maximize maintenance and repair resources have resulted in improved annual work plans, programs to tap all available resources, collection of full customer reimbursements, and improved flow of information through all levels of command.

Other Nominees
- David C. Palmer, 104th ASG, USAREUR
- Aurora I. Castaneda, Fort Bliss, TRADOC
- Rebecca Carey, Fort Sill, TRADOC

1998 DPW Housing Executive of the Year

Mrs. Madaline I. Wendel

Madaline Wendel

As Chief of the DPW Housing Division at Fort Leavenworth, Kansas, Madaline Wendel is the epitome of the true housing professional. Due to the annual June graduation of the Command and General Staff Officer Course, 65% of the total family housing inventory turns over every year, giving Mrs. Wendel only five weeks to ensure that these quarters are painted and all work performed to reoccupy. She places top priority on communicating and listening to customers. Her office was one of the first in the Army to establish its own internet web page, reducing her annual postage budget by over $2,000. Thanks to her efforts, Housing applications can now be electronically completed. The web page contains floor plans and photos of all housing types as well as information on off-post rentals. It has enabled 95% of the year's incoming CGSOC students to sign rental contracts prior to arrival. Apartment set-aside agreements, reducing rents for direct deposits and eliminating all security deposits are some of her other quality-of-life successes.

Other Nominees:
- William T. Evans, Fort Lee, TRADOC
- Rodney Thompson, 417th BSB, USAREUR
- Michael Backmund, 280th BSB, USAREUR

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1998 DPW Operations and Maintenance Executive of the Year

Richard A. Havrisko

Richard Havrisko

As Chief of the Operations Division at Picatinny Arsenal for the past three years, Mr. Richard Havrisko has proven to be an innovative and successful leader who meets new challenges with creative solutions. Manpower constraints have led Mr. Havrisko to look to specialty contracting to support TACOM-ARDEC requirements. He has prepared and modified contracts for snowplowing, turf maintenance, custodial, multi-trades, GSA vehicles, shared savings, recycling, and water and wastewater treatment. As a result of his hard work, $40,000 has been saved annually by contracting with the local municipality for road sweeping services; $1,500 by consolidating four custodial contracts into one, and $245,000 by better quantifying and modifying the recycling contract. Enlisting the services of the National Industries for the Severely Handicapped for custodial requirements, he not only saved money and provided employment for 33 persons with disabilities, but he enhanced local community relations. Mr. Havrisko also directed all the activities involved in outsourcing the Picatinny water and wastewater treatment facilities.

Other Nominees:

- Franklin D. Cooper, Fort Jackson, TRADOC
- Tommy E. Baldwin, Fort Rucker, TRADOC
- Robert E. Ackley, 415th BSB, USAREUR

1998 DPW Support Executive of the Year

Randy Didier

Randy Didier, Chief of the Environmental Management Division at Tobyhanna Army Depot (TAD) played a key role in the automation of several DPW operations, improving employee productivity and lowering depot operating costs. Proactive in all facets of his mission, Mr. Didier was instrumental in Tobyhanna Army Depot winning the 1998 President's Quality Award, the 1998 White House Closing the Circle Award, the 1997 Army Communities of Excellence Award, the 1997 Department of Army Environmental Quality Award, and the 1997 Department of Army Recycling Award. His work involved recycling 79% of the depot's solid waste in 1997; establishing automated systems to improve productivity,and lower operating costs, and working with the National Center for Environmental Renewal to have an ultra-violet disinfection system installed in the sewage treatment plant at no cost to the installation. Establishing a GIS and GPS, installing road sensors to trigger application of road salt, and providing technical support for utility contracts are just a few more of Randy Didier's award winning successes at Tobyhanna Army Depot.

Other Nominees:

- Kenneth Rheault, 98th ASG, USAREUR
- LTC James Drake & Jerry Boggess, 26th ASG, USAREUR
- Gary S. Glenn, Fort Benning, TRADOC
- William J. Stein, Fort Huachuca, TRADOC

Randy Didier

➤

1998 DPW MACOM Support Executive of the Year

Douglas P. David

Douglas P. David

As the U.S. Army Training and Doctrine Command, Installation Support Advocate for Carlisle Barracks, and Forts Bliss, Gordon, Jackson, Lee, McClellan and Leonard Wood, Douglas P. David has helped to greatly improve the quality of life for soldiers and civilians, particularly at Fort Lee. He provided vital information on available funding sources and potential impediments to the mission on the successful construction program at Fort Lee, which typically has over $100 million in projects under construction at any given time. Mr. David was also instrumental in the Fort Lee DPW's implementing Job Order Contracting (JOC), saving the installation over $6 million annually. As a founding installation member of the JOC Steering Committee, he helped set the course for JOC worldwide. The Army Architect-Engineer Initiative tested at Fort Lee has produced savings exceeding $1.2 million in three years. Doug David is known for striving to exceed, not merely meet, customer expectations.

Other Nominees:

- Kenneth K. Krambeck, Installations & Services Activity, AMC
- Gustavo E. DeJesus, DCSENGR, USAREUR
- Garry C. Zettersten, DCSENGR, USAREUR

Installation Support Program of the Year

U.S.Army Corps of Engineers, Europe District

The U.S. Army Corps of Engineers, Europe District has worked arm-in-arm as an indispensable team member with the 104th ASG as it doubled in size, undertaken USAREUR's first Total Maintenance Contract, managed its second largest Facility Improvement Program, developed a "right sizing" approach to Family housing, and undertaken two major restationing operations. All problems have been tackled with a value-added solution and all jobs accepted, no matter the size. While the ASG DPW increasingly focuses on programming resources, dealing with other agencies, long-range planning, Installation Status Reports, prioritizing projects and restationing of troops, and evolving to its most efficient organization, the District has become an important force-multiplier of the BASOPs team. The District has retooled its organizational structure and MCA focus to effectively support the OMA RPMA missions and one-year funding cycles, as well as fast-track renovation projects for modernization and restationing. In addition to its conventional missions, such as major unaccompanied and accompanied personnel housing renewal projects, the District performs EP&S services such as DD 1391 preparation, facilities utilization studies, and rapid in-house designs for OMA projects.

Other Nominees:

- U.S. Army Corps of Engineers, Kansas City District

COL Mike Barry accepts the award for Installation Support Program of the Year for Europe District.

DPW Support Contractor of the Year

Rock Island Integrated Services, Inc. (RIIS)

RIIS's John E. Delane, Rhonda Brewer and James Dooley accept their award from MG Milt Hunter.

In 1998, RIIS management attended a formal partnering session with government managers, pledging "a high level of cooperation, mutual respect, trust, communication, and responsiveness." RIIS hired 107 of its total 188 employees from the previous installation support contractor's workforce. Although their wages remained the same, the government noticed a remarkable and immediate improvement in employee attitudes and performance. RIIS management instituted the customer service program to make employees accountable for the service they provide, and employees are required to provide the survey to customers after completion of each task. RIIS has achieved a very high customer satisfaction rating with an average of 97 percent Good to Exceptional rating, and the government routinely receives letters from customers praising RIIS employees. The contractor's emergency efforts involved filling holes in levees, sealing 14 sewer manholes with sandbags, and providing steel grating over intake structures to protect the Arsenal from flooding. Under the contract, RIIS also performs typical DPW RPMA functions such as office moves, installation of modular furniture and partitions, Christmas lighting, and support of Change of Command ceremonies.

Other Nominees:

- Management Analysis, Incorporated (MAI)
- Professional Services Group (PSG)
- J&J/HJ, A Joint Venture PWD

Tentative List of Installation Support Offices and ISC Personnel Transferring

ISO Office 1: CENAD
- **Fort Hamilton, NY**
- **Europe**
  Winston Jones

ISO Office 2: CESAD
- **Savannah, GA**
  Robin Banerjee
  Ed Irish
  Scott Monaghan
- **Mobile, AL**

ISO Office 3: CEPOD
- **Honolulu, HI**
  Richard Duong
  Al Csontos
- **Korea**
  Tom Spoerner
  Jack Giefer

ISO Office 4: CESWD
- **Dallas/Fort Worth, TX**
  Tom Luu

ISO Office 5: CESPD
- **Sacramento District, CA**
  Ron Niemi
  Dennis Vevang
  Jim Ledford
  Steve Roberts
- **Fort Irwin, CA**
- **Fort Huachuca, AZ**

ISO Office 6: CELRD
- **Louisville, KY**
  John Grigg

ISO Office 7: CENWD
- **Kansas City, MO**
  Derrick Mitchell
- **Seattle, WA**

ISO Office 8: CEMVD
- **Rock Island, IL**

ISO Office 9: CETAC
- **Kuwait**

I-EIS — A great tool for preparing for A-76 studies

by Brigid O'Connor

Collecting accurate RPMA workload data is critical when identifying work or services to be performed by government or contractor employees. Early planning and preparation are essential for a successful A-76 study. The Integrated Facilities System (IFS) provides the DPWs an effective workload data collection system. However, extracting the data from IFS in the desired format can become an overwhelming task. The Installation Executive Information System (IEIS) can help you accomplish this feat. IEIS displays the IFS data that is necessary to support the Performance Work Statement (PWS) and the in-house bid for an A-76 cost comparison study.

AAA Report No. 90-096 states that 50 percent of the time, 9 Army contracts out of 14 resulted as inadequate performance work statements (PWS) based on inadequate workload data. Army Audit Agency Report AA 98-340 highlights the necessity for an effective workload collection system. It states that a workload collection system needs to be in place and operating in time to have collected valid workload data to support the study. Preparation and early planning are the keys.

Having the installations review their workload data as soon as the study is announced can save time and result in a better final product. Otherwise, valuable time can be lost between notification and announcement dates as well as when contractor and installation personnel actually start work on the study. Installations should be encouraged to begin elevating their data collection systems and processes early on. This will help expedite development of the performance work statement and the supporting workload data.

Also, installations should take advantage of existing statements of work from other Army installations; this will help them identify the workload they need to collect. DPW/DOL solicitations are available on the CEISC home page, http://www.usacpw.belvoir.army.mil/programs/a76/sols.htm.

Aside from the A-76 implications, IEIS provides a workload collection display system that is needed as a tool for good management. Cost Drill Down Menu options allow cost data by shop, work class, EOR, customer, facility and TDAC/AMS to be displayed. Data is extracted and summarized monthly and available for any selected range of months. Live (real-time IFS) data is also available on many of screens for the latest status information.

The Work Management Drill Down Menu provides review and analysis information for DPW workload and detailed work execution statistics. Shop Performance screens show shop productive and non-productive hours and can be used for validating shop hours reporting — the cornerstone for all workload reporting. The Work Execution by Task Code screens provide task information by document type and shop. Completed Service Order screens display service order execution information, useful customer service statistics and evaluates both completion and response times. Service Order Response and completion screens evaluate response time against locally established goals and provide detailed information on each shop's performance.

DPWs can evaluate individual shop performance on the Service Order Response by Priority screen to utilize resources better. Workload Management Service Order Counts screens displays backlog information by shop, beginning and ending backlogs for the time period selected and highlights shops with increasing backlog. Work orders with actual cost within 90 percent of the approved costs are flagged on the Workload Management Work Orders Approaching or Exceeding Approval Amounts screen. This screen allows tracking of statutory and regulatory project limitations. This is just a small sample of the type of data collected on a day-to-day basis and is now available to managers in an executive format on their PC desktops.

The DA Pam 420-6, paragraph 3-3 Workload Data: states, "DPWs must have a mechanism for collecting and manipulating the data." IFS collects the data. I-EIS provides the mechanism for manipulating the data collected from IFS by summarizing and displaying it in ways that will be useful to DPWs in managing their operations.

If your installation is not currently running IEIS, contact ieis@usace.army.mil to request the system or additional information.

POC is Miriam Ray, CEISC-FM, (804) 734-1075. PWD

Contractor Brigid O'Connor of ISC's Facility Management Directorate is responsible for the ISC home page.

Reengineering DD 1391

by Alexandra K. Stakhiv

Leo Oswalt, IFS Program Manager at ISC, presented a quick look at the process and future reengineering of the DD 1391 Form. "We all know that the form is used by installations to submit their requirements and justifications for construction projects to Congress, but what is it about the process that you like or don't like," Oswalt asked conference participants. "Should DD 1391 be rengineered?"

"If the answer is yes and we get the funding to do it," said Oswalt, "the sessions will be held in the Washington, D.C., area. We would use Group Ware, process flow diagramming and simulation. But we need your help to get the project 'scoped.' Everyone has to be involved," continued Oswalt, "HQ USACE, ACSIM, Navy, Air Force, OSD, *everyone*!"

Our goals are to:

- Reduce costs.
- Eliminate unnecessary requirements.
- Smooth the links to related systems.
- Include CADD/GIS technology.
- Improve feedback on modifications and the status of forms.

"If we can accomplish these goals," said Oswalt "the work associated with the request for MCA will become a whole lot simpler."

POC is Leo Oswalt, (703) 428-7120 DSN 328, e-mail: leo.e.oswalt@usace.army.mil PWD

Web1391 offers more flexibility

by Alexandra K. Stakhiv

Thanks to the U.S. Army Engineering and Support Center, Huntsville, in cooperation with HQ USACE, the DD1391 Processor System is now available on the web. Named Web1391, the system has taken on a fresh appearance, allowing much more flexibility in creating, modifying, and tracking DD1391 forms.

Due to the system's complexity and uniqueness, accessibility to various functions will be made available in phases as the program is developed. The PAX Newsletter will periodically carry articles on available features, scheduled program releases, and instructions for using the program.

The following data provides a matrix of the relationship between the tabs contained in Web1391 and the sections of the DD 1391 Form as reflected in the mainframe DD1391 Processor System. Also included is a listing of what is available in Phase 1, the phase we're currently in.

Web1391 Tabs	Mainframe DD 1391 Form Sections
Tab A – DD1391 Form	Sections 1,2,3, Parts of 4
Tab B – Planning & Design	Section 6
Tab C – Misc Support Data	Sections 7, 10, 12, 23, 24, Parts of 4
Tab D – Economic Analysis	Section 11
Tab E – Furnishings & Equip	Section 13
Tab F – Info Systems Cost	Section 17
Tab G – AT/FP Data	Section 22
Tab H – Present Accom/Disp	Section 8
Tab I – RPMA Data	Section 9
Tab J – Regulatory Data	Sections 15, 16, 18, 19, 20, 21

Phase 1

- DD 1391 Form (Tab A only) prepare and recall for Military Construction, Army (MAC), Non-Appropriated Funds (NAF), Army Family Housing, Medical Facilities, Defense Logistics Agency, Commercially Financed Facilities, Base Closure, Army, Special Operations Program, Section 6 Schools, Payment-in-Kind, Defense Finance & Accounting Service, Chemical Demilitarization, and Army & Air Force Exchange Service projects.
- Develop Cost Estimate functionality for cost block area in Tab A.
- Plug-ins to PC-packages (ISCE and ECONPACK)
- Standard directory, standard/reviewers prints, and Critical Items Data Sheet.
- Routing functions (i.e., submit, return for correction, permit, transfer).
- Form management functions (rank, archive, enact, delete).
- Help assistance for all available functions.

To access Web 1391, enter the following address in the location/address bar of your browser: http://www.webpax.net

To use this system, you will need:

- Internet Explorer 4.0 with Service Pack 1.0.
- PC-Print. (This program is automatically loaded to your PC when you use PC-Print from the Print Programs functions in the current DD Form 1391 Processor System. If you have not used PC-Print since 1 March 1999, please print a DD 1391 Form and select the PC-Print option. This will download an updated version of the program to your PC.)
- A Web Password. To obtain a password, log on to the current PAX system, select Utilities, from the PAX Menu, select option to Change Password and follow instructions displayed on the screen.
- PC Plug-ins for ECONPACK for Windows, ISCE for Windows and PC-Print.

For questions regarding WEB1391, please call the Huntsville Helpline at (256) 895-1838. PWD

Correcting the facilities database with web technology

by Jerry Zekert

This presentation focused on USARPAC's Facilities Re-Engineering Initiative to develop a process to improve facility utilization and maximize opportunities for RPM funding. Like many Commands, USARPAC is faced with having too many facilities for its needs.

The Command realized it must have a two-front tactic to maximize facilities utilization and infrastructure RPM funding. The first tactic was to examine the data that defines the requirements and makes sure the information is accurate. This includes stationing information contained in the Army Stationing and Information Plan (ASIP), the inventory information contained in IFS-M facilities database and the requirements calculations contained in the Real Property Planning System (RPLANS).

In the second tactic, the Command must pursue an aggressive reduction program to divest itself of excess facilities. By refining the definition for real property needs (requirements) and eliminating unneeded assets, the MACOM can develop a sound, justifiable level of requirements that can compete well with the Army's limited resources.

In regard to the effort of data refinement, USARPAC found that the ASIP information for its installations was not accurate. All units were not included in the document, resulting in the under reporting of infrastructure needs. For example, overlooking one unit in the ASIP at one installation could result in a possible funding loss of over $4 million!

USARPAC also found that the misclassification of installation real property caused one of its installations to report an excess of facilities. This resulted in a possible under funding of RPM resources of $1.7 million. In the definition of requirements, several of their installations were not adjusting real property requirements to include unique needs. This misclassification of requirements caused an under reporting of requirements and an under funding of RPM resources of $990,000.

More than $6.5 million of RPM funding was not realized by USARPAC due to inaccurate data!

USARPAC developed a web-enabled installation management system that allowed all the installations to have access to real property and stationing data as they needed it, and develop consistent installation business rules and processes to identify excesses and strategies to reduce them. On the installation intranet, the information allows the various offices to see their real property posture, organization structure and strength, and identify where they currently use the space.

It also allowed the installation to see GIS information on ISR ratings and various reports by unit, by installation, etc., on space utilization rates and space usability. Having this system in place has resulted in the reduction of excess real property by 300,000 square feet. It also adjusted the real property requirement by 300,000 square feet. This resulted in a cost avoidance of over $5.5. million and an opportunity for a RPM funding increase of $900,000.

It has also created a synergy within installations using it. It gets agencies to work together in a pro-active, cost-effective staff environment. It allows various diverse installation agencies and customers to work together to get the best real property solutions to support their missions. Now, that's a good idea!

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Jerry Zekert is the Chief of ISC's Planning and Real Property Division.

95% solution to Master Planning

by Jerry Zekert

The Savannah District has developed an innovative technique that builds a 'user-friendly' overlay to installation Geographic Information System (GIS). Called the *95% Solution to Master Planning*, the technique allows much easier access to GIS-related information. The 95% Solution interface allows the user to quickly produce graphical queries that shows "*95% of the typical GIS information requirements.*" This not only saves the user a lot of time and training formulating the SQL query and navigating through a complicated maze of menu selections, it assures a consistent map view every time you use it.

Mr. Ricky Truluck from the Savannah District gave an extensive demonstration of the project. He showed a DD Form 1391 template he developed for the Air Force that allows the user to identify a site for new construction on the GIS mapping information. It took him only 10 minutes to place the information on the DD Form 1391. This is the kind of customer focus that sells the merits of GIS on the installation.

During the discussion, the issue of fielding costs and system sustainment was brought out. The key point is that investment in GIS is like investing in a business. Users can start with basic data obtained from several sources such as local cities and towns, universities, etc. The idea is to focus on delivering information that customers can use.

Your customers can become your advocates and investors in the technology. As funds become available, more data can be integrated into the GIS. Many users have small systems that do not require substantial maintenance requirements. Simply put, users need to build a system they can reasonably sustain with existing resources.

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Public Works Digest

In This Issue:

Highlights of 1999 DPW Workshop